

# NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS AT CORNELL UNIVERSITY

1958-1959

THE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS  
AT CORNELL UNIVERSITY IS A CONTRACT UNIT OF  
THE STATE UNIVERSITY OF NEW YORK

## CORNELL UNIVERSITY ANNOUNCEMENTS

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1957-1958

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# HISTORY AND PURPOSE OF THE SCHOOL

**T**HE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell University was authorized in 1944 by act of the New York State Legislature as the first institution in the country to offer a comprehensive program of professional training at the undergraduate and graduate levels in the field of industrial and labor relations. In addition to resident instruction, research and extension work were also provided as integral parts of the program to fulfill the broad purpose for which the School was created.

The law under which the School functions states its objectives and purposes in the following terms:

It is necessary that understanding of industrial and labor relations be advanced; that more effective cooperation among employers and employees and more general recognition of their mutual rights, obligations, and duties under the laws pertaining to industrial and labor relations in New York State be achieved; that means for encouraging the growth of mutual respect and greater responsibility on the part of both employers and employees be developed; and that industrial efficiency through the analysis of problems relating to employment be improved.

...it is hereby declared to be the policy of the state to provide facilities for instruction and research in the field of industrial and labor relations through the maintenance of a school of industrial and labor relations.

The object of such school shall be to improve industrial and labor conditions in the state through the provision of instruction, the conduct of research, and the dissemination of information in all aspects of industrial, labor, and public relations, affecting employers and employees.

The School came into existence as a part of Cornell University on November 5, 1945, with the admission of its first group of resident students. Subsequently, the research and extension programs were initiated, and the School moved forward to meet the responsibilities stipulated in its legislative mandate.

With the creation of the State University of New York in 1948, the School of Industrial and Labor Relations, as one of the four state-supported units at Cornell University, became an integral part of the State University of New York. "Created to provide a comprehensive and adequate program of higher education," the State University now includes more than thirty educational institutions. The School of Industrial and Labor Relations, functioning in this broad context, offers training and research facilities in this important field to serve the needs of the state.

The School operates through three major functional divisions: (1) undergraduate and graduate resident instruction, (2) extension, and (3) research and publications. In each of the divisions programs are carried on to serve impartially the needs of labor and management in the field of industrial and labor relations. Professional training is provided at the undergraduate and graduate levels for young men and women who look forward to careers in labor unions, in business, or in government agencies. Through the Extension Division instruction is offered throughout the state on a noncredit basis to men and women already engaged in labor relations activities, as well as to the general public. Closely related to the work in resident instruction and extension, the Research and Publications Division is concerned with the development of materials for resident and extension teaching and the conduct of studies in the field of industrial and labor relations. This Division is also responsible for the dissemination of such research data through its publication program.

# THE UNDERGRADUATE PROGRAM

**S**TUDENTS pursuing a program leading to the Bachelor of Science degree are required to complete four years of academic work. Courses in the first and second years of the undergraduate program provide the student with a background in the social sciences and in the techniques of analysis and expression. In the third and fourth years, courses directly concerned with labor-management relations and related fields are emphasized.

As an important supplement to the normal classroom instruction, the School regularly brings to the campus a substantial number of visitors and lecturers from labor, management, and public agencies. These men and women provide a continuing contact with the field through lectures in classes and informal discussion. Important also in this connection is the Mary Donlon Lectureship series, in which outstanding speakers present current information on workmen's compensation and related social security subjects.

## VOCATIONAL OPPORTUNITIES

Most of the graduates of the School of Industrial and Labor Relations go directly into positions involving industrial relations activities, but a number enter work in related areas or undertake further professional study. The largest number of industrial relations opportunities is in commerce and industry while a significant number of openings exist in government agencies and the professions. Opportunities for college graduates in organized labor are considerably more limited.

Students interested in careers in business and industry have a variety of opportunities available to them. They may be employed in entry jobs as personnel assistants, industrial relations trainees, or production trainees, and exposed to training programs of varying length; or, when previous preparation permits, they may be hired specifically to handle one or more personnel or industrial relations functions, such as employment, training, wage and salary administration, employee services and benefits, safety, labor relations, public relations, or research.

Graduates who choose to work for state and federal governmental agencies may be employed in such positions as administrative assistants, personnel technicians, economists, technical aides, or research associates. These positions, for the most part, are filled through competitive civil service examinations designed for college seniors interested in entering government service. Some graduates also may be qualified for noncivil

service assignments with government-operated agencies such as the TVA and the Atomic Energy Commission.

Graduates interested in work in organized labor may anticipate employment in two principal areas of trade union activity. The first of these comprises work in the line structure of the union and usually entails a substantial period of service in a local union prior to the assumption of positions of responsibility. The other area comprises the technical staff functions such as research, public relations, and educational work, into which those qualified may move directly.

In addition to opportunities in business firms, trade unions, or governmental work, the graduate can find effective use for his training in public service agencies such as hospitals, in research organizations, in trade association and Chamber of Commerce work, or in other allied areas.

Career opportunities are also available for those interested in teaching on both the secondary and the college level. For this group, preparation will entail the completion of prescribed programs for meeting state certification or the completion of advanced study beyond the Bachelor's degree necessary for teaching on the college level. Similarly, those preparing for law or for advanced study in specialized fields undertake such work following the completion of the requirements for the Bachelor's degree.

The School, through its Office of Resident Instruction, offers placement assistance to students seeking temporary employment in connection with the summer work-training program and to graduating students and alumni seeking permanent employment.

## ADMISSION OF UNDERGRADUATE STUDENTS

The School follows the admissions procedure of Cornell University as described in the *General Information Announcement*, which may be obtained by writing to the Announcements Office, Edmund Ezra Day Hall. The official application blanks can be obtained from the Office of Admissions, Cornell University. In addition, each applicant is required to submit a 500-word statement (preferably typewritten) indicating the nature of his work experience and the basis of his interest in the field of industrial and labor relations. The application materials required of all applicants must be in the Office of Admissions by the following dates: for spring term: December 1; for fall term: March 1.

Personal interviews with students applying for admission are conducted by the selection committee. Interviewers from the School visit central localities in the state each spring (March 15–April 15) for this purpose. Applicants are advised in advance concerning these interviews. Transfer students applying for the February term should arrange for a visit to Ithaca during the period November 1–January 1. Students from outside the State of New York should, if at all possible, arrange



for a visit to Ithaca early in the admissions period to complete this interview.

Admission to the undergraduate program may be gained through matriculation as a freshman, as a transfer student from another college or university, or, in limited instances, as a Special Student not in candidacy for a degree. In making its selection, the School will endeavor to secure geographic representation of qualified students from all parts of New York State. A limited number of students from other states and nations will also be admitted.

The School has for several years followed the policy of admitting freshmen only for the September term inasmuch as first-year student programs cannot be arranged beginning at the February term. Students applying as transfer candidates may be admitted in the September term and in the February term.

The Admissions Committee will select students in terms of these criteria:

(1) *ACADEMIC PREPARATION:*

(a) *Freshmen:* A candidate for admission as a freshman must satisfactorily complete secondary school subjects carrying a value of 16 entrance units. The 16 units should, in the main, be made up of English, 4 units; foreign language (ancient or modern), mathematics, science, and social studies (including history). Applicants from New York State are required to submit either a report of secondary school certification or the results of the Regents Examinations in subjects which are offered for entrance. The Scholastic Aptitude Test of the College Entrance Examination Board is required of applicants outside New York State and is recommended for those who are New York State residents. Applicants are urged to take the January College Board Tests and may obtain a descriptive bulletin listing the places and times they are given by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey.

(b) *Transfer Students:* A student who has attended another college or university and desires to transfer to the undergraduate program in the School should submit an official transcript from the institution he has attended, giving evidence of good standing, and a statement of his secondary school record on a blank supplied by the Office of Admissions. The Scholastic Aptitude Test of the College Entrance Examination Board is required of applicants outside New York State and is recommended for those who are New York State residents.

(c) *Special Students:* A candidate for admission as a Special Student must demonstrate competence to pursue successfully college level work in this field. In addition to evidence of extensive appropriate work experience the candidate will be required to complete such other testing program as may be recommended by the Admissions

Committee. Admission to Special Student status is limited to mature persons who present evidence of extensive experience and competence for academic work. Special Students will follow an approved program and normally are not candidates for a degree.

(2) *PERSONAL QUALIFICATIONS*: Demonstrated ability to work cooperatively with other individuals and groups and for leadership in promoting these cooperative relationships will be given substantial weight in selection of all candidates.

(3) *WORK EXPERIENCE*: Evidence of work experience either on a full-time or a part-time basis is desirable. Freshmen and transfer applicants who have not had work experience may be required to spend the summer prior to their matriculation in gainful employment in addition to the work-training requirements described in the undergraduate curriculum.

## EXPENSES FOR UNDERGRADUATE STUDENTS

### TUITION AND FEES

Tuition is free to undergraduate students who, at the time of their admission, are, and for at least twelve months prior thereto, have been bona fide residents of the State of New York. All students pay University fees.

Out-of-state students pay tuition of \$150 a term or \$300 for the academic year, plus University fees.

Tuition and other fees become due when the student registers, and the final date for payment of these charges, without penalty, is 20 days after registration. Failure to meet this obligation automatically terminates a student's enrollment. In exceptional circumstances, the Treasurer may grant an extension of time for completion of payments. In such instance, a fee of \$2 is charged, and upon reinstatement of a student who has been dropped for nonpayment, a fee of \$5 is charged. For reasons judged adequate, the latter fee may be waived in any individual case.

Part of the tuition and fees will be refunded to students who withdraw, for reasons accepted as satisfactory, within the first ten weeks of a term. No charge is made if the student withdraws within six days of the date of registration.

Tuition and other fees which the student must pay each term are listed as follows.

For all students:

Tuition (free to New York State residents)* .....	\$150.00
School and University composite fee* .....	88.50
Books and materials (estimated average) .....	50.00
<b>Total including tuition .....</b>	<b>\$288.50</b>

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\*Special Students also are held for these fees.



An application fee of \$10 must be paid at the time an application for admission is submitted.

A registration fee of \$45 must be paid after the applicant has received notice of provisional acceptance. This fee covers matriculation charges and certain graduation expenses and establishes a fund for undergraduate and alumni class activities.

In addition to the tuition and fee charges indicated above, a deposit of \$30 is required for a uniform, payable at registration in the first term, in the Basic Course in Military Science and Tactics. Most of this deposit is returned as earned uniform allowance upon completion of the Basic Course.

The School and University composite fee of \$88.50 indicated above is required of every student at the beginning of each term and covers these services:

- (1) *HEALTH SERVICES AND MEDICAL CARE.* These services are centered in the Gannett Medical Clinic or out-patient department and in the Cornell Infirmary or hospital. Students are entitled to unlimited visits at the Clinic; laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in the Infirmary with medical care for a maximum of fourteen days each term and emergency surgical care. On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *General Information Announcement*.
- (2) *LABORATORY SERVICES* for courses taken in the State Colleges.
- (3) *UNIVERSITY ADMINISTRATION AND SERVICES.*
- (4) *PHYSICAL RECREATION.* Available to each male student are the University's gymnasium and recreation facilities in Barton Hall, Teagle Hall, Lynah Hall, or Schoellkopf Memorial Building. Each woman student is entitled to use of the women's gymnasium, recreation rooms, and playgrounds and to the use of a locker.
- (5) *WILLARD STRAIGHT HALL MEMBERSHIP.* Through Willard Straight Hall, the student union of the University, a medium is provided by which all students may participate in the social and recreational activities afforded by its operation.
- (6) *STUDENT ACTIVITIES.* Assistance is provided to various student activity programs through the student activities fund.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

## STUDENT HOUSING AND DINING ARRANGEMENTS

*MEN.* . . Cornell University provides, on the campus, dormitory facilities for about 2,100 men. Complete cafeteria and dining service is pro-

vided in Willard Straight Hall, the student union building, which is situated between the dormitories and the academic buildings. In addition, there is a cafeteria in Martha Van Rensselaer Hall, operated by the College of Home Economics, and also one in Stocking Hall, operated by the Dairy Department. Male students are not required to live in dormitories and are individually responsible for making their own living and dining arrangements. As a matter of convenience for those who wish to live in dormitories, application forms will be mailed to each male candidate for admission as a freshman or a transfer student at the time of notification of provisional acceptance to the University. Housing in dormitories can be guaranteed for undergraduate men who have been admitted to the University and have filed dormitory applications by June 1.

Male graduate students may make application for dormitory housing directly to the Office of Residential Halls, Edmund Ezra Day Hall.

Off-campus housing may be obtained in private homes and rooming houses. The University, as a service to students, maintains a listing of available rooms and apartments. Inquiries should be addressed to the Off-Campus Housing Office, Edmund Ezra Day Hall.

*WOMEN...* The University provides dormitories for the housing of undergraduate and graduate women. These residence units are supplemented by fourteen sorority houses in areas close to the dormitories. With few exceptions all undergraduate women students are required, under University policy, to live and take their meals in Residential Halls units or a sorority house (for members only). Permission to live elsewhere in Ithaca is granted only under exceptional circumstances upon written application to the Office of the Dean of Women, Edmund Ezra Day Hall.

An application form for living accommodations for undergraduate women will be sent with the notice of provisional acceptance from the Office of Admissions to each candidate. Graduate women should make application for University dormitory housing directly to the Office of Residential Halls.

*MARRIED STUDENTS...* Those interested in University-operated housing for married students should apply directly to the Manager of Housing, 223 Edmund Ezra Day Hall.

Detailed information on all types of housing, including off-campus housing for men and married students, may be obtained by writing the office of Residential Halls, Edmund Ezra Day Hall.

## SCHOLARSHIPS AND FINANCIAL AID

Students seeking admission as freshmen may wish to investigate freshman scholarships awarded by Cornell University and by the State of New York. Application material for the Cornell awards may be

obtained from the Scholarship Secretary, Office of Admissions. Those eligible for New York State awards by virtue of graduation from common schools and academies of New York State should apply to their local high school principal or to the Commissioner of Education, Albany, New York, for details. Candidates for these awards are urged to make early application and to investigate carefully the requirements of these awards.

Scholarship and loan fund opportunities are described in the *Announcement of Financial Aids and Scholarships*. This booklet may be obtained from the Office of Resident Instruction of the School or from the Announcements Office, Edmund Ezra Day Hall. Opportunities for part-time work are described in the *General Information* booklet of the University. In addition to the University resources, the following scholarship funds are for students in the School. Inquiries concerning these scholarships should be addressed to the Director, Office of Resident Instruction, School of Industrial and Labor Relations.

**BORDEN INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP AWARD.** . . . Award of \$300 made at the beginning of the senior year to the undergraduate man or woman who has achieved the highest average grade among the members of the senior class for the four most recent terms of academic work in the School of Industrial and Labor Relations.

**DANIEL ALPERN MEMORIAL PRIZE.** . . . Awards of \$100 are made each year to outstanding graduating seniors elected by the faculty on the basis of scholarship and student activities.

**DANIEL ALPERN MEMORIAL SCHOLARSHIPS.** . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

**FATHER WILLIAM J. KELLEY, O.M.I., SCHOLARSHIP.** . . . Established by Local Union No. 3 of the International Brotherhood of Electrical Workers, AFL, in honor of Father William J. Kelley, O.M.I. Open to undergraduate students who are sons or daughters of members of Local Union No. 3. Award of \$1,200 per year for a four-year period, dependent upon satisfactory progress, with one award made each year to an incoming student. Awarded on the basis of scholarship and professional promise.

**FRANK J. DOFT MEMORIAL FUND.** . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need, with preference given to the physically handicapped.

**INDUSTRIAL AND LABOR RELATIONS ALUMNI SCHOLARSHIP FUND.** . . . Varied grants, maximum \$400 annually, are made to

undergraduate or graduate students who have completed at least one term in residence. Awarded on the basis of (a) scholarship; (b) need for assistance; (c) promise of making contribution to the field of industrial and labor relations.

*INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP FUND*

... Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

*NEW YORK STATE COUNCIL OF MACHINISTS SCHOLARSHIP*

... Annual award open to qualified undergraduate students selected on the basis of (a) interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding, and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third should be controlling. Preference given to sophomore and junior students.

*NONRESIDENT TUITION SCHOLARSHIPS*... Open to students who are not residents of New York State. One of the purposes of these scholarships is to assist students from foreign countries, but when no qualified foreign students are available, the scholarships may be extended to any qualified out-of-state students. Annual award, \$300 applicable to tuition only. Tenure, not limited. Four scholarships. Need and academic achievement considered.

*SEIDENBERG AND KAUFMANN MEMORIAL AWARDS IN AMERICAN IDEALS*...

The Sophie L. Seidenberg award and the Felix Kaufmann award are given to the students who receive in the fall and spring terms, respectively, the highest scholastic ratings in the Development of American Ideals course. The awards consist of twenty-five-dollar gifts of books on American democracy.

*SIDNEY HILLMAN MEMORIAL SCHOLARSHIP*...

Established by the Sidney Hillman Foundation in honor of Sidney Hillman. Varied grants, maximum \$400 a year, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of (a) the student's interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding, and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third should be controlling.

## DEGREE REQUIREMENTS

To be eligible for the degree of Bachelor of Science, students are required to complete successfully the prescribed curriculum and electives of 120 credit hours, the work-training requirements, and the phys-

ical education and military training requirements of the University. The nature of these requirements is described below.

In order to maintain good standing in the School and to be eligible for graduation the student must have a grade average of at least 70 in all the subjects he takes at the University. The passing grade for a course in Cornell University is 60.

Students entering by transfer may expect to receive credit toward these requirements in accordance with the policies of the School. A statement describing the transfer credit policy is available on request. In general, credit is granted for courses of satisfactory quality and content which are equivalent to the required courses. In addition, credit for elective courses completed satisfactorily is limited in direct proportion to the amount of required hours met but not to exceed a maximum of 21 elective credit hours. In all instances students entering by transfer will be required to complete a minimum of four terms of residence in the School, irrespective of the amount of transfer credit granted. It should be noted that admission by transfer may result in a loss of credit.

### THE CURRICULUM

The following outline of the curriculum indicates the sequence of courses. Course descriptions can be found on pages 20-32. Students must complete 120 hours of academic work, 90 hours of which are required subjects.

Certain of the courses in the four-year curriculum are offered by the faculties of other colleges of the University and are so designated in the listing below. Selection of elective courses is made in terms of the student's interest and with the guidance of his adviser.

#### FRESHMAN YEAR

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
English 111 (A&S)*	3	English 112 (A&S)	3
Development of Economic Institutions 190	3	Modern Economic Society 103 (A&S)	3
Man and Culture: Introduction to Anthropology 103 (A&S)	3	Accounting 84 (HA)	3
American Government 101 (A&S)	3	Psychology 101 (A&S)	3
Industrial Occupations and Processes 192	3	Organization and Management of Production 3236 (Eng)	3
	<hr/> 15		<hr/> 15

Work training—10 weeks

\**Abbreviations:*

A&S—College of Arts and Sciences

B&PA—Graduate School of Business and Public Administration

Eng—College of Engineering

HA—School of Hotel Administration

## SOPHOMORE YEAR

Modern Economic Society		Development of Economic	
104 (A&S)	3	Institutions 191	3
Human Relations 220	3	Personnel Administration 260	3
Statistics I 210	3	Economic and Social Statistics 211	3
Public Speaking 101 (A&S)	3	The Corporation 40-S (B&PA)	3
Elective	3	Elective	3
	—		—
	15		15

Work training—10 weeks

## JUNIOR YEAR

Labor Union History 350	3	Labor Union Administration 351	3
Business and Industrial		Labor Relations Law and	
History 390	3	Legislation 300	3
Economics of Wages and		Protective Labor Legislation 370	3
Employment 340	3	Elective	3
Elective	3	Elective	3
Elective	3		—
	—		—
	15		15

Work training—10 weeks

## SENIOR YEAR

Humanities (A&S)	3	Humanities (A&S)	3
Development of American		Development of American	
Ideals 290	3	Ideals 291	3
Labor Relations Contract		Elective	3
Making & Administration 400	3	Elective	3
Social Security 470	3	Elective	3
Elective	3		—
	—		—
	15		15

## SUMMER WORK-TRAINING REQUIREMENT

Students who are candidates for the undergraduate degree of the School must complete a thirty-week program of work training. The purpose of the work-training program is to give students firsthand experience and an understanding of the viewpoints, problems, and procedures of management, labor, and government in the conduct of industrial and labor relations. The nature of the employment which the student secures for his work training is dependent upon the amount and the kind of experience which he has already acquired.

The work-experience requirement is defined as follows:

- (a) Thirty weeks of satisfactory work experience are required for graduation. Of the thirty weeks required, as much as twenty



weeks may be completed prior to matriculation, but at least twenty weeks must be completed before registration for the junior year.

- (b) The student is responsible for obtaining the appropriate work experience and for submitting necessary reports, but the School will counsel and aid the student in every way possible.
- (c) The requirement is defined as paid, full-time employment in a situation where there is opportunity to observe and study the union-management relationship and/or the supervisory-employee relationship. Such employment, normally, must be outside an organization managed by a member of the family of the student.

*BUREAU OF NATIONAL AFFAIRS INTERNSHIP.*...One of the summer work opportunities for which men and women students may compete is an internship in the labor relations editorial field. This internship carries a stipend of \$500 for a period of ten weeks, starting in June. Selection is in terms of academic achievement and interest in the labor relations editorial field.

#### UNIVERSITY REQUIREMENTS IN MILITARY TRAINING AND PHYSICAL EDUCATION

*MILITARY TRAINING.*...As a land grant institution chartered under the Morrill Act of 1862, Cornell offers courses in military science which include all branches of the service (Army, Air Force, Navy, and Marines). Successful completion of such courses and receipt of a baccalaureate degree qualify a male student for a commission in the Regular or Reserve component of the appropriate service.

Participation in military training during the first four terms is mandatory for all physically qualified undergraduate men who are United States citizens. Satisfactory completion of the basic course in military science and tactics, air science, or naval science fulfills this requirement. For a student entering with advanced standing, the number of terms of military training required is to be reduced by the number of terms which he has satisfactorily completed (not necessarily including military science) in a college of recognized standing. Service in the armed forces may under certain conditions also satisfy the military training requirement.

Entering students who have had previous ROTC training in secondary or military schools, are requested to obtain DA Form 131 (Student's Record—ROTC) from the institution previously attended. This record should then be presented to the appropriate military department during registration. (See also the *Announcement of the Independent Divisions and Departments.*)

Students with the necessary preparation may fulfill the requirements of the NROTC program and also qualify for a degree from the School of Industrial and Labor Relations. Such students must meet all of the regular requirements for graduation from the School as well as those prescribed by the Bureau of Naval Personnel.

*PHYSICAL EDUCATION* . . . All undergraduates must take four terms of work, three hours a week, in physical education. Ordinarily, this requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation.

Exemption from this requirement may be made by the Committee designated above, when it is recommended by the Medical Office, by the Department of Physical Education, or because of unusual conditions of age, residence, or outside responsibilities. An exemption recommended by the Department of Physical Education shall be given only to students who meet standards of physical condition established by the Department of Physical Education and approved by the Committee on Requirements for Graduation. Students who have been discharged from the armed services may be exempted.

For students entering with advanced standing, the number of terms of physical education required is to be reduced by the number of terms which the student has satisfactorily completed (whether or not physical education was included in his program) in a college of recognized standing.

## DESCRIPTION OF REQUIRED COURSES

### FRESHMAN YEAR

*ENGLISH* (A&S)\* 111, 112. Credit three hours a term. Course 111 is a prerequisite to 112. Fall and spring terms, respectively.

Introductory course in reading and writing. The aim is to increase the student's ability to communicate his own thought and to understand the thought of others.

*ACCOUNTING* (HA) 84. Credit three hours. Spring term.

Fundamental principles of accounting with emphasis on the interpretation of financial statements. Includes inventory adjustments, accruals, depreciation, payroll, and payroll taxes. Accounting for the corporate type of business enterprise is especially stressed.

*PSYCHOLOGY* (A&S) 101. Credit three hours. Either term.

An introduction to the scientific study of behavior and experience, covering such topics as perception, motivation, emotion, learning, thinking, personality, and individual differences. This course is prerequisite to further work in the Department of Psychology.

\*Abbreviations:

A&S—College of Arts and Sciences

B&PA—Graduate School of Business and Public Administration

Eng—College of Engineering

ILR—School of Industrial and Labor Relations

HA—School of Hotel Administration



*MAN AND CULTURE: AN INTRODUCTION TO ANTHROPOLOGY* (A&S) 103. Credit three hours. Fall term.

An introduction to cultural anthropology. Similarities and differences in the organization of human behavior in a variety of cultures, including social, economic, and political relations, and perception, thought, feeling, and expression in language, the arts, and religion; cultural systems and group personality types; processes involved in changing cultures; applications of anthropology in the world today. Materials from non-Western cultures and civilizations give the student working in the social sciences or humanities some cultural perspective on the problems of his own or other complex civilizations.

*MODERN ECONOMIC SOCIETY* (A&S) 103. Credit three hours. Spring term.

A survey of the existing economic order, its more salient and basic characteristics, and its operations. Analysis of economic behavior and of the functioning of modern economic institutions. Study of the individual economic unit and of aggregative economic activity and data.

*DEVELOPMENT OF ECONOMIC INSTITUTIONS* (ILR) 190. Credit three hours. Fall term. Open only to ILR students.

Designed to give the student an understanding of the historical development of our economic institutions and the nature of the problems incident to economic change and development as part of the background for understanding and analysis of important present-day issues. Attention is focused on the agricultural, commercial, and industrial revolutions, tracing their development from their beginnings in Western Europe to the present.

*INDUSTRIAL OCCUPATIONS AND PROCESSES* (ILR) 192. Credit three hours. Fall term. Open only to ILR students.

An analysis of the development and structure of American industry. Emphasis is given to understanding the dimensions and contributions of manufacturing industry; understanding company and unit organization, policies, and practices; and developing insight into occupational requirements and relationships as influenced by labor, management, and government. Field trips provide opportunity for observing organizational relationships; patterns of work-flow; product manufacture and utilization; personnel practices; composition of the work force; and the general level of labor-management relationships.

*AMERICAN GOVERNMENT* (A&S) 101. Credit three hours. Fall term.

A general introduction to American national government. Emphasis is placed upon historical development, organization, powers, and practical working.

*ORGANIZATION AND MANAGEMENT OF PRODUCTION* (Eng) 3236. Credit three hours. Spring term.

An introductory course in the field of industrial management covering organizational structure, including types of organization and a discussion of the organization of specific companies; principles of mass production; plant location and layout; methods analysis and time study; production planning and control; related functions of engineering, research, sales, purchasing, and cost control; technology, technical organization, and background of scientific management.

#### SOPHOMORE YEAR

*PUBLIC SPEAKING* (A&S) 101. Credit three hours. Either term. Not open to freshmen.

Designed to help the student communicate his ideas and convictions effectively in oral discourse. Study of basic principles of expository and persuasive speaking, with

emphasis on finding, evaluating, and organizing materials, and on simplicity and directness of style and delivery. Practice in preparing and delivering speeches of various types on current issues, and in chairmanship; study of examples; conferences.

The services of the Speech Clinic are available to those students who need remedial exercises. Students whose native language is not English must obtain special clearance from the Department before registering.

*MODERN ECONOMIC SOCIETY* (A&S) 104. Credit three hours. Fall term.

Survey of the existing economic order, its more salient and basic characteristics, and its operations. Analysis of economic behavior and of the functioning of modern economic institutions. Study of the individual economic unit and of aggregative economic activity and data. A continuation of Economics 103.

*DEVELOPMENT OF ECONOMIC INSTITUTIONS* (ILR) 191. A continuation of ILR 190. Credit three hours. Spring term. Open only to ILR students.

A study of selected economic developments and problems of the past century, with particular emphasis on the United States. Attention is given to the concepts which are important for an analysis of these economic problems.

*STATISTICS I* (ILR) 210 (Statistical Reasoning). Credit three hours. Either term.

An introduction to the basic concepts of statistics: description of frequency distributions (averages, dispersion, and simple correlation) and introduction to statistical inference. This course is prerequisite to certain of the specialized courses on applications of statistics offered in various departments.

*ECONOMIC AND SOCIAL STATISTICS* (ILR) 211. Credit three hours. Either term. Prerequisite: Statistics I, ILR 210.

Application of statistical techniques to the quantitative aspects of the social sciences and of industrial and labor relations. Topics illustrative of the material to be covered are construction and use of index numbers, time series analysis, elements of the design of sample surveys, and a brief introduction to the use of punched card equipment.

*HUMAN RELATIONS* (ILR) 220. Credit three hours. Fall term. Non-ILR students must secure permission of instructor at time of preregistration.

An analysis and appraisal of the social and psychological factors important in human relations in industry, aimed at giving the student some general acquaintance with the field and some methods for approaching the human problems he is likely to encounter. Topics include orientation to social science, the nature of individual behavior, the nature of organizations, interaction between individuals and organizations, and the process of problem solving in the organization.

*THE CORPORATION* (B&PA) 40-S. Credit three hours. Spring term.

An exploration of selected questions pertaining to the corporation, among which are the following: Why and how have corporations become important? Who owns them? Who controls them? How are they financed? How does the government enter the picture, particularly with respect to financing? What is the role of the investment banker? Of the securities exchanges? What is our tax structure and its significance in relation to corporate activity?

*PERSONNEL ADMINISTRATION* (ILR) 260. Credit three hours. Spring term. Open only to undergraduate students in Industrial and Labor Relations.

A study of the ways of working with employees, as individuals and in groups, to ensure the best use of individual capacities, the greatest amount of personal and group satisfaction, and maximum service to the employing organization. Consideration is given to the development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions, including

recruitment, selection, placement, training and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining will be briefly examined.

### JUNIOR YEAR

*LABOR RELATIONS LAW AND LEGISLATION* (ILR) 300. Credit three hours. Spring term.

A study of the common law and legislation relating to labor relations on both federal and state levels. The antitrust laws as they affect labor relations, the Norris-LaGuardia Act, the Wagner Act, the Taft-Hartley Act, and the more recent legislative proposals and enactments will receive special consideration. Decisions of courts and labor relations boards will be studied and discussed.

*ECONOMICS OF WAGES AND EMPLOYMENT* (ILR) 340. Credit three hours. Either term. Prerequisite: Economics 103-104 or equivalent.

Analysis of the major characteristics of the labor market. Topics include the labor force; theories of wages and employment; labor-mobility patterns; wages—nature and measurement; wage structures; wage-level determination at the firm and industry level; economics of trade-union wage policy; determinants and trends of aggregate wage levels and national income.

*LABOR UNION HISTORY* (ILR) 350. Credit three hours. Fall term. Prerequisite: Economics 103-104.

The historical development of American labor movements before the Civil War is surveyed generally. Special emphasis is placed upon the rise of organized labor movements in the United States since 1865. The development of the Knights of Labor, the AFL, and the CIO is discussed in detail. About a third of the course is then devoted to a study of the experience which individual unions have had in meeting problems of structure, function, and program. Included among these are labor and minorities; labor ideologies; jurisdiction; labor and government. Various theories of the labor movement which help to explain the historical development are evaluated at the end of the course.

*LABOR UNION ADMINISTRATION* (ILR) 351. Credit three hours. Spring term. Prerequisite: ILR 350.

Labor union administration and structure are discussed in terms of the problems which unions have to solve: collective bargaining, organization, financing union activities; union program in the plant, in the union hall, and in the community. The experience of unions in a variety of industries is examined, including unions in transportation, service, mining, distribution, manufacturing, and white-collar industries. Each student is expected to familiarize himself with both the formal and the informal structure and the functioning of a specific union.

*PROTECTIVE LABOR LEGISLATION* (ILR) 370. Credit three hours. Spring term.

A survey of the nature of the problems and the basis for state and federal legislation in fields such as industrial health and safety, minimum wages and hours, discrimination in employment, employment of women, and child labor. Special attention is given to the problem of maintaining a proper balance between the efforts of industry, organized labor, and government in the development of labor standards. Proposals for amending existing legislation will be discussed.

*BUSINESS AND INDUSTRIAL HISTORY* (ILR) 390. Credit three hours. Fall term. Prerequisite: Economics 103-104 or equivalent.

The economic development of major industries in the United States, such as coal

mining, steel, petroleum, printing, textiles, automobiles, chemicals, building construction. Topics studied include business organizations, technological developments, markets, costs and prices, extent of monopoly and competition, wages, and profits.

### SENIOR YEAR

*HUMANITIES* (A&S). Six credit hours. Either term.

Two courses in the Humanities (literature, fine arts, music). Selection to be made with guidance from the student's counselor.

*DEVELOPMENT OF AMERICAN IDEALS* (ILR) 290, 291. Credit three hours each term. Fall and spring terms, respectively. Open only to upperclassmen.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, freedom of labor; international aspects of protection of human rights. Special consideration will be given to the impact of the Communist conspiracy on freedoms secured by the Bill of Rights. In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Locke, Grotius, Emerson, Thoreau, William James, and others.

*LABOR RELATIONS CONTRACT MAKING AND ADMINISTRATION* (ILR) 400. Credit three hours. Fall term. Prerequisite: ILR 300.

Analysis of substantive issues in labor relations, including a survey of the techniques and scope of contract making, with consideration of the problems growing out of administration, application, and interpretation of the collective agreement.

*SOCIAL SECURITY* (ILR) 470. Credit three hours. Fall term.

A historical and analytical study of the philosophy, legislative history, administration, and economic and social effects of social security programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Proposals for modifying or extending American social security legislation will be critically examined. Attention will also be given to private and voluntary efforts to provide security, employee benefit plans, and the problems of integrating public and private programs.

## UNDERGRADUATE COURSES

All Industrial and Labor Relations undergraduate courses, arranged by subject matter area, are described below.

Students registered in other divisions of the University may elect courses specifically designed for non-ILR students (ILR 293, ILR 461) as well as other courses offered by the School. Students in other colleges interested in taking courses in this School should check prerequisites and enroll through the advisers in their colleges.

### COLLECTIVE BARGAINING

*LABOR RELATIONS LAW AND LEGISLATION* (ILR) 300. Credit three hours. Spring term.

A study of the common law and legislation relating to labor relations on both

federal and state levels. The antitrust laws as they affect labor relations. The Norris-LaGuardia Act, the Wagner Act, the Taft-Hartley Act, and the more recent legislative proposals and enactments will receive special consideration. Decisions of courts and labor relations boards will be studied and discussed.

*LABOR RELATIONS CONTRACT MAKING AND ADMINISTRATION (ILR) 400.* Credit three hours. Fall term. Prerequisite: ILR 300.

Analysis of substantive issues in labor relations, including a survey of the techniques and scope of contract making, with consideration of the problems growing out of administration, application, and interpretation of the collective agreement.

*LABOR RELATIONS CASE ANALYSIS (ILR) 401.* Credit three hours. Spring term. Open only to seniors who have taken ILR 400.

Intensive study of current and recent situations and cases in the field of labor relations, ranging from nationally important issues to localized plant issues in various industries. The purpose of this course is to give an opportunity for a more complete and thorough analysis of the problems in labor relations.

*GOVERNMENT ADJUSTMENT OF LABOR DISPUTES (ILR) 402.* Credit three hours. Fall term.

A historical and contemporary study of the role of government in the adjustment of labor disputes, including such topics as the Railway Labor Act, War Labor Disputes Act, War Labor Board, and recent legislation dealing with national emergency strikes and state compulsory arbitration statutes; the leading administrative agencies in this field, including the Federal Mediation and Conciliation Service and the Atomic Energy Panel; state mediation agencies with special emphasis on the New York State Board of Mediation; municipal mediation services; and an analysis of the various governmental techniques for dealing with labor disputes, including injunctions, seizure, and compulsory arbitration.

*ARBITRATION IN LABOR AND MANAGEMENT RELATIONS (ILR) 403.* Credit three hours. Spring term. Open to seniors and graduate students.

A study of the place and function of arbitration in the field of labor and management relations, including an analysis of principles and practices, the preparation and handling of materials in briefs or oral presentation, and the work of the arbitrator, umpire, or impartial chairman.

## ECONOMIC AND SOCIAL STATISTICS

*STATISTICS I (ILR) 210* (Statistical Reasoning). Credit three hours. Either term.

An introduction to the basic concepts of statistics; description of frequency distributions (averages, dispersion, and simple correlation) and introduction to statistical inference. This course is prerequisite to certain of the specialized courses on applications of statistics offered in various departments.

*ECONOMIC AND SOCIAL STATISTICS (ILR) 211.* Credit three hours. Either term. Prerequisite: Statistics I, ILR 210.

Application of statistical techniques to the quantitative aspects of the social sciences and of industrial and labor relations. Topics illustrative of the material to be covered are construction and use of index numbers, time series analysis, elements of the design of sample surveys, and a brief introduction to the use of punched card equipment.

*DESIGN OF SAMPLE SURVEYS (ILR) 310.* Credit three hours. Spring term. Prerequisite: one term of statistics.

Application of statistical methods to the sampling of human populations. A thorough treatment of the concepts and problems of sample design with respect to cost,



procedures of estimation, and measurement of sampling error. Analysis of non-sampling errors and their effects on survey results (e.g., interviewer bias and response error). Illustrative materials will be drawn from the fields of market research, attitude and opinion research, and the like.

*STATISTICS II (ILR) 311.* Credit three hours. Fall term. Prerequisite: Statistics 210 or permission of instructor.

An intermediate nonmathematical statistics course emphasizing the concepts associated with statistical methods. It includes a treatment of estimation and tests of hypotheses with reasons for choice of various methods and models. Application is made to problems involving percentages, means, variances, and correlation coefficients with an introduction to nonparametric methods, analysis of variance, and multiple correlation.

*EMPLOYEE ATTITUDE SURVEYS (ILR) 312.* Credit three hours. Fall term. Prerequisite: one term of statistics.

Treatment of the methods used in designing, administering, and analyzing the results of sample surveys in the social studies, with particular emphasis on employee attitude surveys. Some of the topics to be covered are the role of surveys in a research program, the design and administration of questionnaires, simple techniques for the selection of samples, the processing of survey data by means of punched card equipment, and the interpretation of results.

## HUMAN RELATIONS IN INDUSTRY

*HUMAN RELATIONS (ILR) 220.* Credit three hours. Fall term. Non-ILR students must secure permission of instructor at time of preregistration.

An analysis and appraisal of the social and psychological factors important in human relations in industry, aimed at giving the student some general acquaintance with the field and some methods for approaching the human problem he is likely to encounter. Topics include orientation to social science, the nature of individual behavior, the nature of organizations, interaction between individuals and organizations, and the process of problem solving in the organization.

*CONCEPTS AND CASES IN HUMAN RELATIONS (ILR) 320.* Credit three hours. Spring term. Prerequisite: ILR 220. (For students outside ILR, other courses may be accepted as substitute prerequisites if arrangements are made with the instructor.)

Description, illustration, and demonstration of some concepts in human relations with particular reference to diagnosis of psychological and social stress situations. Case materials will be analyzed as a means of testing the validity of the concepts. Situations important in industrial and labor relations are studied in a social and cultural context together with situations in related fields.

*APPLIED HUMAN RELATIONS (ILR) 420.* Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Prerequisite: ILR 220 or equivalent.

A laboratory course in the development of human relations skills for administrators. Skills emphasized will be interviewing, observation, analysis, and problem solving within the industrial organization. These tools will be used in obtaining a realistic picture of administrative problems and in securing practice in analyzing complex human problems and arriving at organizationally sound decisions. Since competence in these areas follows only from constant practice, time spent inside and outside class will be devoted primarily to exposure of as many relevant experiences with the respective techniques as possible.

## DEVELOPMENT OF HUMAN RESOURCES

*LEARNING THEORY AND TEACHING IN ORGANIZATIONS* (ILR) 330. Credit three hours. Spring term.

Analysis of educational programs and teaching methods commonly used in industry in relation to learning theory. Emphasis will be placed on learning concepts such as perception, feelings and emotions, habit formation and reinforcement as related to such methods as individual counseling, job instruction, role-playing, case studies, incident process, and audio-visual aids. A significant part of the course will be devoted to practice in the development of program content, construction of teaching materials, and the use of various teaching methods.

*DISCUSSION LEADERSHIP: GROUP PROCESSES AND LEARNING* (ILR) 334. Credit three hours. Fall term.

Study of face-to-face groups with special reference to experiences and uses of group discussions in industrial and labor relations situations such as staff and committee conferences, training conferences, mediation conferences, problem-solving conferences, etc. Includes a review of behavior in face-to-face groups; the processes of group problem-solving and decision-making; learning theory as applied in group discussion; the use of case studies, incident role-playing, and other devices in educational conferences. Special emphasis is placed on leadership in group discussion situations. Approximately one half of the course is conducted as a laboratory to provide skill training in discussion leadership.

*TRAINING IN INDUSTRY* (ILR) 364. Credit three hours. Fall term.

Study of the philosophies, programs, and methods used by business and industrial organizations to develop skill, understanding, and attitudes of the work force. Consideration is given to planning and administering training programs, including policy formation, training needs, objectives, co-ordination, staffing, selection of facilities, budgets, use of records and reports, and evaluation; and to both intermittent and continuous programs, including apprenticeship, job instruction, orientation, supervisory and executive development, and general education courses. Special consideration is given to critical analysis, through case discussions, of the philosophy and management of selected programs.

## LABOR MARKET ECONOMICS AND ANALYSIS

*ECONOMICS OF WAGES AND EMPLOYMENT* (ILR) 340. Credit three hours. Either term. Prerequisite: Economics 103-104 or equivalent.

Analysis of the major characteristics of the labor market. Topics include the labor force; theories of wages and employment; labor-mobility patterns; wages—nature and measurement; wage structures; wage-level determination at the firm and industry level; economics of trade-union wage policy; determinants and trends of aggregate wage levels and national income.

*COMPARATIVE ECONOMIC SYSTEMS: SOVIET RUSSIA* (ILR) 341. Credit three hours. Fall term.

A comparative analysis of the principles, structure, and performance of the economy of Soviet Russia. Special attention will be devoted to industry and labor.

*WAGE STRUCTURES* (ILR) 440. Credit three hours. Spring term. Prerequisite: ILR 340 or equivalent.

Analysis of wage relationships in different types of labor markets. Differences in wages as between industries, regions, localities, establishments, occupations, and individual workers. Relations between wage rates and other aspects of employment. Impact of the policies of managements, unions, and governments. Effects of wage differences on costs, efficiency, income, and employment.

*WAGES, PRODUCTIVITY, AND INCOME* (ILR) 441. Credit three hours. Spring term. Open to upperclassmen and graduate students.

Analysis of historical and current trends in wages, productivity, and incomes in the United States. Earnings levels in individual industries. Price movements and real earnings. Productivity trends. Management and union policies toward innovation and technological progress. Automation: its significance and nature. Income distribution and economic stability. Trends in size and distribution of national income; efforts to secure a redistribution of income. Individual and family incomes; adequacy of family incomes to maintain desired standards of living; the problem of poverty. Evaluation of efforts to improve the economic status of low-income groups.

*DYNAMICS AND STRUCTURE OF LOCAL LABOR MARKETS* (ILR) 443. Credit three hours. Spring term. Prerequisite: ILR 340, 540, or equivalent.

An intensive examination of the organization and functioning of local labor markets with respect to the allocation and utilization of human resources. Case studies of local labor markets will be examined in the light of classical and neo-classical economic theory and the criticisms directed against these doctrines. Consideration will also be given to the influence of broad trends in the demand and supply of labor on the local market, to the problems of measurement of labor supplies and demands, and to the techniques and issues in forecasting local labor market developments.

## LABOR UNION HISTORY AND ADMINISTRATION

*LABOR UNION HISTORY* (ILR) 350. Credit three hours. Fall term. Prerequisite: Economics 103-104.

The historical development of American labor movements before the Civil War is surveyed generally. Special emphasis is placed upon the rise of organized labor movements in the United States since 1865. The development of the Knights of Labor, the AFL, and the CIO is discussed in detail. About a third of the course is then devoted to a study of the experience which individual unions have had in meeting problems of structure, function, and program. Included among these are labor and minorities; labor ideologies; jurisdiction; labor and government. Various theories of the labor movement which help to explain the historical development are evaluated at the end of the course.

*LABOR UNION ADMINISTRATION* (ILR) 351. Credit three hours. Spring term. Prerequisite: ILR 350.

Labor union administration and structure are discussed in terms of the problems which unions have to solve: collective bargaining, organization, financing union activities; union program in the plant, in the union hall, and in the community. The experience of unions in a variety of industries is examined, including unions in transportation, service, mining, distribution, manufacturing, and white-collar industries. Each student is expected to familiarize himself with both the formal and the informal structure and the functioning of a specific union.

*CASE STUDIES IN LABOR UNION HISTORY AND ADMINISTRATION* (ILR) 451. Credit three hours. Spring term. Open to selected seniors and graduate students.

A seminar concerned with the history and development of specific union problems or of individual unions at various administrative levels and with an analysis of their day-to-day operations and responsibilities. Students will investigate areas of particular interest to them for their research contribution to the seminar.

*THEORIES OF LABOR MOVEMENTS* (ILR) 452. Credit three hours. Spring term. Prerequisite: ILR 350-351 or equivalent.

This review of the "classic literature" on theories of labor movements is concerned



with the works of leading writers on the functions, aims, methods, and development of labor unionism. It is designed to cover the literature, to examine and possibly develop theoretical frameworks, and to seek a more complete understanding of the history and contemporary role of labor unionism in Western society.

## PERSONNEL ADMINISTRATION

*PERSONNEL ADMINISTRATION (ILR) 260.* Credit three hours. Spring term. Open only to undergraduate students in Industrial and Labor Relations.

A study of the ways of working with employees, as individuals and in groups, to ensure the best use of individual capacities, the greatest amount of personal and group satisfaction, and maximum service to the employing organization. Consideration is given to the development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions, including recruitment, selection, placement, training, and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining will be briefly examined.

*WAGE AND SALARY ADMINISTRATION (ILR) 361.* Credit three hours. Fall and spring terms. Prerequisite: ILR 260, 560, or equivalent.

The development and administration of wage and salary programs with major emphasis on internal considerations. Subjects include program principles, objectives, and policies; organization of the function; and procedures to implement policies. Topics include job and position analysis; preparation of description-specifications; job evaluation; incentive applications; wage and salary structures; the use of wage surveys; supplemental payments, including premium pay, bonuses, commissions, and deferred compensation plans; and the use of automatic increment provisions. Case studies will cover selected programs.

*INDUSTRIAL SAFETY (ILR) 362.* Credit three hours. Fall term. Open to juniors, seniors, and graduate students.

A study of the fundamentals of industrial accident prevention, with special emphasis on the human factor in the accident. Training in the installation of industrial safety programs with special emphasis on administrative and educational techniques.

*PERSONNEL ADMINISTRATION IN SUPERVISION (ILR) 461.* Credit three hours. Fall and spring terms. Open only to non-ILR students.

A review of the personnel function in business and industry with emphasis on the personnel responsibilities of the line supervisor. Topics for discussion will include selecting, inducting, training, motivating, rating, and compensating employees; developing techniques for interviewing, adjusting complaints and grievances, and aiding in the solution of employee problems; understanding aspects of protective labor legislation, labor relations law, and social security affecting employees supervised; and maintaining adequate personnel records and reports. Selected readings, case studies, discussions, and problems.

*PERSONNEL SELECTION AND PLACEMENT (ILR) 462.* Credit three hours. Spring term. Prerequisite: ILR 210 or equivalent. Open to advanced undergraduate and graduate students. All students must secure permission of instructor at time of preregistration.

A study of the employment function in personnel administration. Designed to analyze the techniques and devices used in the recruitment, interviewing, testing, selection, and placement of personnel. Emphasis is placed on the appraisal of job

applicants by means of the interview, personal history analysis, and psychological tests; and the evaluation of these procedures in terms of appropriate criteria of success on the job.

## SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION

*PROTECTIVE LABOR LEGISLATION* (ILR) 370. Credit three hours. Spring term.

A survey of the nature of the problems and the basis for state and federal legislation in fields such as industrial health and safety, minimum wages and hours, discrimination in employment, employment of women, and child labor. Special attention is given to the problem of maintaining a proper balance between the efforts of industry, organized labor, and government in the development of labor standards. Proposals for amending existing legislation will be discussed.

*PRINCIPLES OF INSURANCE* (ILR) 371. Credit three hours. Fall term. Open to juniors, seniors, and graduate students.

An introductory course dealing with the economic and social aspects, the basic principles and practices, and the legal characteristics of insurance. The extensive use of insurance methods in industry, personal affairs, and government will be discussed.

*SOCIAL SECURITY* (ILR) 470. Credit three hours. Fall term.

A historical and analytical study of the philosophy, legislative history, administration, and economic and social effects of social security programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Proposals for modifying or extending American social security legislation will be critically examined. Attention will also be given to private and voluntary efforts to provide security, employee benefit plans, and the problems of integrating public and private programs.

*HEALTH, WELFARE, AND PENSION PLANS* (ILR) 471. Credit three hours. Spring term. Open to seniors and graduate students.

An analysis and appraisal of private health, welfare, and pension plans. The course will consider the origin and development of employer, union, and joint programs and include critical examination of the financing, administration, and general effectiveness of the plans. Outside lecturers from business, unions, insurance companies, and government will be utilized.

## INTERAREA COURSES IN INDUSTRIAL AND LABOR RELATIONS

*DEVELOPMENT OF ECONOMIC INSTITUTIONS* (ILR) 190. Credit three hours. Fall term. Open only to ILR students.

Designed to give the student an understanding of the historical development of our economic institutions and the nature of the problems incident to economic change and development as part of the background for understanding and analysis of important present-day issues. Attention is focused on the agricultural, commercial, and industrial revolutions, tracing their development from their beginnings in Western Europe to the present.

*DEVELOPMENT OF ECONOMIC INSTITUTIONS* (ILR) 191. A continuation of ILR 190. Credit three hours. Spring term. Open only to ILR students.

A study of selected economic developments and problems of the past century, with particular emphasis on the United States. Attention is given to the concepts which are important for an analysis of these economic problems.

*INDUSTRIAL OCCUPATIONS AND PROCESSES* (ILR) 192. Credit three hours. Fall term. Open only to ILR students.

An analysis of the development and structure of American industry. Emphasis is given to understanding the dimensions and contributions of manufacturing industry; understanding company and unit organization, policies, and practices; and developing insight into occupational requirements and relationships as influenced by labor, management, and government. Field trips provide opportunity for observing organizational relationships; patterns of work-flow; product manufacture and utilization; personnel practices; composition of the work force; and the general level of labor-management relationships.

*DEVELOPMENT OF AMERICAN IDEALS* (ILR) 290, 291. Credit three hours each term. Fall and spring terms, respectively. Open only to upperclassmen.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, freedom of labor; international aspects of protection of human rights. Special consideration will be given to the impact of the Communist conspiracy on freedom secured by the Bill of Rights. In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Locke, Grotius, Emerson, Thoreau, William James, and others.

*SURVEY OF INDUSTRIAL AND LABOR RELATIONS* (ILR) 293. Credit three hours. Either term.

A survey for students in other divisions of the University. An analysis of the major problems in industrial and labor relations: labor union history, organization, and operation; labor market analysis and employment practices; industrial and labor legislation and social security; personnel management and human relations in industry; collective bargaining; mediation and arbitration; the rights and responsibilities of employers and employees; the major governmental agencies concerned with industrial and labor relations.

*BUSINESS AND INDUSTRIAL HISTORY* (ILR) 390. Credit three hours. Fall term. Prerequisite: Economics 103-104 or equivalent.

The economic development of major industries in the United States, such as coal mining, steel, petroleum, printing, textiles, automobiles, chemicals, building construction. Topics studied include business organizations, technological developments, markets, costs and prices, extent of monopoly and competition, wages, and profits.

*SOURCES AND MATERIALS IN INDUSTRIAL AND LABOR RELATIONS* (ILR) 391. Credit three hours. Spring term.

The objective is to give the student a brief introduction to research methods and some familiarity with the broad range of materials available in the field of study with which the School is concerned and with their practical application and use in industry, government, and labor. It is concerned with methods of research as applied to (1) library reference tools, (2) sources of administrative regulation, (3) legislative history and statutory law, (4) case materials, and (5) economic information and statistical data. Public and private research and information agencies, labor unions, and trade associations are considered in terms of the provision of information and research data. Problems selected insofar as possible on the basis of individual interest are assigned to acquaint the student with the use of these sources and with techniques of investigation.

*PUBLIC RELATIONS (ILR) 490.* Credit three hours. Fall term. Open only to seniors.

Development of public relations thinking and activities of American industry and labor; analyses of specific public relations problems and programs, e.g., relations of industry with communities, personnel, stockholders, customers, government, the general public, and relations of labor with union members, potential members, and management. Students will make case studies, organize public relations programs, and interpret them for communication via various media.

*COMPARATIVE LABOR RELATIONS (ILR) 492.* Credit three hours. Spring term. Open to advanced undergraduate and graduate students.

A survey of historical and recent developments in labor movements and labor-management relations. Examination of the foundations of the labor movement in selected countries of Western Europe (chiefly Great Britain, Germany, France, and Italy), and the special problems of trade unions in underdeveloped areas. Attention will be given to a number of economic, social, and legal problems in labor-management relations, as, for example, worker participation in the management of enterprises, disputes settlement procedures, relations between trade unions and political parties, and the role and functions of international organizations, such as the International Labor Organization and the international trade union movement.

*JOURNALISM FOR INDUSTRY AND LABOR (ILR) 494.* Credit three hours. Spring term.

Straight news and feature publicity; writing, editing, and publishing for companies and unions; company newspapers and magazines, union newspapers, employee manuals, promotional brochures, and announcements.

*SPECIAL STUDIES (ILR) 499.* Credit three hours. Either term.

Individual research by mature undergraduates under faculty direction.

# THE GRADUATE PROGRAM

## ORGANIZATION OF GRADUATE WORK

THROUGH the Graduate School of Cornell University, the School of Industrial and Labor Relations offers an opportunity for candidacy for the degrees of Master of Industrial and Labor Relations (M.I.L.R.), Master of Science (M.S.), and the Ph.D.

The degree of Master of Industrial and Labor Relations (M.I.L.R.) provides for general coverage of the field of industrial and labor relations for those anticipating professional work. The Master of Science (M.S.) provides for study in two selected areas including research and thesis presentation, for those with more specific interests and with adequate preparation for such concentration.

Work leading to the Doctor of Philosophy degree is designed to give the candidate a thorough knowledge of selected areas as well as comprehension of the broad field of industrial and labor relations and to train him in the methods of research and scholarship in that field. The Ph.D. candidate is expected to maintain a high grade of achievement and to show evidence of ability in independent investigation and study.

For majors in Development of Human Resources, in addition to the opportunities described above, the School of Industrial and Labor Relations, in cooperation with the School of Education, offers work toward the degrees of Master of Education (M.Ed.) and Doctor of Education (Ed.D.). These degrees are designed to advance the qualifications of persons for instructional and leadership responsibility in various organizational settings, including academic institutions in secondary and higher education primarily in the fields of industrial arts, vocational, technical, and community institute education. The *Announcement of the School of Education* provides additional information concerning these two degrees.

Residence, language, and other detailed requirements for the degrees of Master of Science and Ph.D. are described in the *Announcement of the Graduate School*. Certain of the general requirements for these degrees are described below. The requirements for the degree of Master of Industrial and Labor Relations are, with the approval of the Graduate School, administered by the School of Industrial and Labor Relations and are described in detail below.

## ADMISSION OF GRADUATE STUDENTS

Admission to graduate standing is determined by the Graduate School. Candidates for advanced degrees in the field of industrial and labor relations will be recommended to the Graduate School for admission in terms of the following criteria:

1. *The nature of previous academic preparation.*

- (a) The Master of Industrial and Labor Relations: the applicant should have a Bachelor's degree in liberal arts, business administration, engineering, or another appropriate field, with adequate preparation for graduate work in industrial and labor relations.
- (b) The Master of Science or Ph.D.: the applicant should have had previous academic training in social science with emphasis in one or more of the following fields: economics, psychology, sociology, government, history, industrial relations, industrial education, personnel management, statistics.

2. *The capacity for graduate study.*

The level of previous academic study and the results of aptitude tests are considered. Applicants are urged to submit results of the Graduate Record Examination. Information concerning times and places of the Graduate Record Examination may be obtained by writing to the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey.

3. *Work experience.*

Practical experience with labor, management, and government agencies dealing with industrial and labor relations, or other experiences important in providing firsthand exposure to problems and issues in this field and, as well, in creating a necessary focus of interest for advanced study.

For admission to candidacy for the M.I.L.R. degree, the candidate is expected to present a minimum of nine months of full-time work experience.

Applications for admission to graduate study should be in the hands of the Dean of the Graduate School by February 14 for September admission and by November 15 for February admission.

The Graduate Committee, which is concerned with the selection of graduate students, arranges interviews with applicants whenever desirable and where travel and other circumstances permit. Interviews are held in Ithaca and are normally scheduled after receipt of the completed application.

## SPECIAL INFORMATION

Graduate students are referred to the *Announcement of the Graduate*



*School* for information on health requirements on entrance, health services provided by the University, and opportunities for graduate students interested in advanced courses in military science.

## GRADUATE STUDENT HOUSING

University dormitory housing is available to single graduate students upon application to the Office of Residential Halls, 223 Edmund Ezra Day Hall. Married graduate students may apply to the Manager of Housing, Office of Residential Halls, for University-operated housing. Applications for all University housing should be made as soon as possible after January 1 for fall matriculants; after October 1 for spring matriculants. Detailed information concerning University housing may be obtained by writing to the Office of Residential Halls.

Rooms and apartments adjacent to the campus or in the downtown area are available in limited number. Students desiring off-campus housing should arrange to come to Ithaca well in advance of the term opening to arrange such accommodation. Inquiries may be directed to the Office of Residential Halls.

## EXPENSES FOR GRADUATE STUDENTS

### TUITION AND FEES

Tuition fee (per term).....	\$150.00
General fee (per term).....	87.50
Registration deposit (upon provisional acceptance, unless previously matriculated at Cornell University).....	28.00

The above fee schedule represents the principal charges made to the graduate student by the University. A description of other fees, of rules for vehicle registration, parking, and payments and refunds is in the *Announcement of the Graduate School*.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

### LIVING COSTS

Recent estimates of living costs for graduate students indicate an average expenditure of \$100 per month for room and board. Expenditures for books and supplies will approximate \$50 a term.

## GRADUATE ASSISTANTSHIPS, SCHOLARSHIPS, AND FELLOWSHIPS

### GRADUATE ASSISTANTSHIPS

The position of graduate assistant in the School of Industrial and Labor Relations is designed to provide the School with qualified per-

sonnel for various types of work of importance to the School and at the same time to provide financial assistance for outstanding graduate students. The graduate assistantship assignment is such that during the academic year the assistant spends twenty hours a week on various types of work, such as assisting in instruction, research projects, or extension work. Residence credit for holders of these graduate assistantships is limited to three-quarters of a residence unit per term.

The salary provided by the assistantship is at the rate of \$2300 per calendar year or for shorter periods at the rate of \$191.66 per month. In addition, under present circumstances, half of the Graduate School tuition is waived. The assistantship does not cover fees in the Graduate School nor tuition in the Summer Session. Applications for graduate assistantships to begin September, 1958, should be received not later than February 15, 1958, and for February, 1959, not later than November 15, 1958. Announcement of September appointments will be made on or after April 1, 1958.

At least one graduate assistantship will be available annually to a qualified Ph.D. candidate who is ready to begin work on the dissertation and whose topic is acceptable as part of the School's research program. Appointments to this assistantship involve no other obligation to the School except research on the dissertation under the direction of the candidate's Special Committee. Appointment, however, is made on the basis of application to the Faculty Committee on Research and Publications, which reviews such applications and advises the Dean. Further information on this assistantship may be obtained from the Director of Research and Publications.

A limited number of opportunities for obtaining experience in research are normally available for graduate assistants during the summer months. Such assistantships may entail full-time work. Under certain circumstances, residence credit may be earned by assistants during the summer.

Applicants for admission to graduate study in industrial and labor relations who are interested in applying for graduate assistantships should write to the Secretary of the Graduate Committee, New York State School of Industrial and Labor Relations, Cornell University.

### SCHOLARSHIPS AND FELLOWSHIPS

The Graduate School of Cornell University has a number of general scholarships and fellowships for which candidates in all fields of the Graduate School may be considered. These include four Cornell University Senior Graduate Fellowships (\$2275-\$2900); twenty Cornell University Junior Graduate Fellowships (\$1975-\$2600); and two Allen Seymour Olmstead Fellowships (\$1875-\$2500). In addition, there are



thirty tuition scholarships available. For further details concerning scholarships and fellowships, candidates are referred to the *Announcement of the Graduate School*. Application forms may be obtained from the Graduate School Office, 125 Edmund Ezra Day Hall.

The School of Industrial and Labor Relations has available four tuition scholarships normally awarded to students from foreign countries. Applications for these scholarships should be made to the Dean of the Graduate School.

Applications for the above fellowships and scholarships should be made by February 14.

Funds granted to Cornell University by the Carnegie Corporation of New York permit the appointment of fellows in industrial psychiatry. The purpose of the fellowships is to provide an opportunity for trained psychiatrists to study at the New York State School of Industrial and Labor Relations and to apply psychiatric knowledge and methods to the problems of industry in actual plant situations. The fellowships are granted for a period of two years. Applicants must hold an M.D. degree and have completed a minimum of two years of approved training in psychiatry.

## DEGREE REQUIREMENTS

### RESIDENCE

Residence is calculated in terms of residence units: one residence unit corresponds to one academic term of full-time study satisfactorily completed.

A minimum of two units of residence for the Master's degree and six units of residence for the Ph.D. degree has been established by the Graduate School. For the Master of Industrial and Labor Relations the program requirements are such, however, that three terms of study are required. More than the minimum period of residence may be required for any of the graduate degrees, depending on the adequacy of prior preparation, academic performance, and other conditioning factors. Graduate students who hold assistantships in the School are limited to a maximum of three-fourths of a unit of residence credit each term. Under appropriate circumstances and with the approval of the Dean of the Graduate School, residence credit can be earned during the summer.

### ACADEMIC PROGRAMS

*MASTER OF INDUSTRIAL AND LABOR RELATIONS*...A candidate for the degree of M.I.L.R. follows a program of study designed to fulfill the requirements outlined below. In planning the program of study the candidate is aided by an adviser and may arrange his program to permit flexibility in the sequence of courses and seminars in meeting the requirements. Three terms of study in residence and the

completion of twelve courses or seminars are required. In addition to the formal requirements, candidates will in many instances want to spend time on special reading, informal study, or course work and will be encouraged to do so with appropriate relation to interest, prior preparation, and objectives.

There are four basic requirements for the M.I.L.R. degree, as follows:

*Requirement A.* A candidate will be required to demonstrate competence in each of eight subject matter fields of the School.

A candidate who demonstrates competence in meeting Requirement A by exemption or by examination may elect, in consultation with his adviser, other courses or seminars to fill out his program. In any case, however, a total of eight courses or seminars will be needed to satisfy Requirement A. The basic courses referred to above for subject matter fields are as follows:

Collective Bargaining, ILR 500

Economic and Social Statistics, ILR 510

Human Relations in Industry, ILR 520

Development of Human Resources, ILR 530

Labor Market Economics and Analysis, ILR 540

Labor Union History and Administration, ILR 550

Personnel Administration, ILR 560

Social Security and Protective Labor Legislation, ILR 570

*Requirement B.* A candidate will be required, in addition, to complete satisfactorily four graduate seminars or courses, either from within the School or elsewhere in the University, as determined in consultation with the student's adviser. One of the four seminars or courses shall be in written communications. The course in written communications is planned as one which will provide practice in the finding of material and its presentation in appropriate report form. It is expected to be taken early in the student's graduate program.

*Requirement C.* Removal of any deficiency in the required minimum of nine months of work experience. Note the admission requirement stated on page 34.

*Requirement D.* Satisfactory completion of a final comprehensive examination in the field of industrial and labor relations. The comprehensive examination shall be taken near the end of the third term unless, in the opinion of the Graduate Committee, unusual circumstances warrant a change. Candidates for the M.I.L.R. degree who fail to pass the comprehensive examination may take the examination a second time, but not earlier than three months and not later than two years after the date of the first examination.

**MASTER OF SCIENCE.** . . . A candidate for the Master of Science (M.S.) degree works under the direction of a Special Committee composed of

two members of the faculty. For the degree of M.S., selection of the major subject is made from the list given below. The minor subject may be selected either from this list or from other subjects in the University approved by the Graduate School for major or minor study. The specific program to be taken by a candidate will be arranged with the approval of the candidate's Special Committee. In addition to courses and seminars available in this School, candidates may select offerings from other divisions of the University. The M.S. candidate must complete satisfactorily, not later than the end of the first month of his second term of residence, a language examination in one foreign language designated by the Chairman of his Special Committee. The candidate must also complete an acceptable thesis. The thesis is ordinarily written in the candidate's major field and under the direction of the Chairman of his Special Committee. Details as to program, foreign language, thesis, and examination requirements may be determined after the selection of the Special Committee.

**DOCTOR OF PHILOSOPHY.**...A candidate for the Ph.D. degree works under the direction of a Special Committee composed of three members of the faculty. The program for a Ph.D. candidate is arranged and approved by the student's Special Committee in accordance with the following general requirements for the Ph.D. degree:

1. A minimum of six units of residence as a graduate student.
2. The satisfactory completion, under the direction of a Special Committee, of work in one major subject and two minor subjects. The candidate is encouraged to take one of the minor subjects outside the field of industrial and labor relations.
3. Certain requirements in foreign language.
4. The presentation of an acceptable thesis.
5. The passing of a qualifying examination and a final examination.

The candidate is advised to consult the *Announcement of the Graduate School* for further details concerning the requirements for the above degrees.

#### APPROVED MAJOR AND MINOR SUBJECTS FOR THE M.S. AND PH.D. DEGREES

Collective Bargaining, Labor Law, and Labor Movements

Economic and Social Statistics

Human Resources and Administration

Labor Economics and Income Security

Industrial and Labor Relations Problems (available as a minor for candidates majoring in fields outside industrial and labor relations)

Candidates for the M.S. and Ph.D. degrees proposing to major in industrial and labor relations must select a major area of specialization

from the above subjects. The minor subjects may be selected either from this list or from other subjects in the University approved by the Graduate School for major or minor study. Candidates for the Master of Industrial and Labor Relations do not select majors or minors but, rather, follow a program designed to provide broad coverage and some specialization in the field of industrial and labor relations.

For both the M.S. and Ph.D. degrees emphasis is placed upon independent study and research. The following are minimum requirements prerequisite to the independent investigations required for these degrees:

**COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS.** For a Ph.D. major the candidate must show proficiency in the following areas of knowledge: (1) history of the labor movement and collective bargaining in the United States; (2) history of unionism and labor relations in major industries; (3) theories of labor unionism and collective bargaining; (4) structure, government, administration, and activities of the labor movement and of major national unions; (5) structures, procedures, practices, and major issues in collective bargaining; (6) federal and state legislation and leading cases in labor relations law; (7) role of government in labor relations, with emphasis on the methods and implications of different forms of dispute settlement; (8) history and problems of labor movements and labor relations in other countries; (9) bibliography and major sources of information in collective bargaining and labor unionism.

For a Ph.D. minor, (1), (3), (4), (5), (6), and (7) are required.

For a M.S. major, (1), (4), (5), (6), and (7) are required.

For a M.S. minor, (1), (4), and (5) are required.

**ECONOMIC AND SOCIAL STATISTICS.** For a major in this subject the candidate must show (1) good command of the principles of statistical reasoning; (2) proficiency in the use of statistical methods and in the processing of statistical data; (3) qualified skill in the application of proper statistical tools of analysis to a specific topic in economics or social studies, including a thorough knowledge of statistical sources; (4) knowledge of differential and integral calculus.

For a minor, (1), (2), (3) are required, the level being less advanced than for a major.

**HUMAN RESOURCES AND ADMINISTRATION.** For a major in this subject, the candidate must demonstrate:

I. Knowledge of the fields basic in individual and social behavior and of concepts of administration.

II. Competence in one of the three areas of study, as follows:

A. *Human Relations.* (1) Principal human relations problems found in industrial and labor relations, and the bearing of these problems on collective bargaining and labor and management organizations; (2) theories of human organization; (3) effect of organization structure; work-flow, and technology on individual and group relations; (4) problems involved in the relationship between industry and society.

B. *Development of Human Resources.* (1) Significant problems and issues related to the education and training of the work force. Historic trends in the philosophies, policies, and practices of public and private organizations concerned with the development of manual, technical, and managerial personnel; (2) current social, economic, political, and technological factors influencing the development of human resources; (3) organizational behavior and

administrative practices as they affect the growth and development of the individual; (4) theoretical and applied aspects of organizing and managing developmental programs in particular organizations; (5) principal concepts of learning and of educational methods related to the development of human resources.

- C. *Personnel Management*. (1) The nature and scope of the personnel function and the social, economic, and political factors which influence its development; (2) the organization of the personnel function and the techniques, methods, and procedures utilized in carrying on the personnel activities of an organization; (3) industrial and labor legislation and regulatory functions of government as related to the personnel function; (4) basic factors affecting the relationships between individuals and groups within an organization and among organizations as related to the personnel function.

III. Ability to isolate issues worthy of research, to identify and locate relevant studies or other sources of information, and independently to develop and conduct additional research.

For a minor, I and III and either II-A (1) and (4) or II-B (1), (2), and (5) or II-C (1) and (2).

**LABOR ECONOMICS AND INCOME SECURITY.** This field of study involves analysis of the labor force, labor markets, wages and related terms of employment, income distribution, unemployment, health and safety in industry, superannuation, and private programs and legislation designed to meet income and employment problems.

For a major in this field, the candidate must demonstrate (1) comprehensive knowledge of historical developments and current issues in the area of employment and income; (2) skill in analysis of economic, political, social, and administrative problems in this field; (3) knowledge of the significant legislation dealing with income, employment, and employee welfare; (4) detailed acquaintance with the literature and sources of information in the field; (5) familiarity with income and employment problems and related legislation in selected foreign countries.

For a minor, (2) and (3) are required.

**INDUSTRIAL AND LABOR RELATIONS PROBLEMS.** (Offered as a minor only to graduate students in fields of study other than Industrial and Labor Relations.)

A candidate for an advanced degree must have a general understanding of the subject matter in the field of industrial and labor relations. In order to prepare for a minor in this field, the candidate will normally complete three to five courses in accordance with a program approved by his special committee.

## GRADUATE COURSES AND SEMINARS

Undergraduate courses may often form an appropriate part of the graduate student's program; hence attention is directed to Industrial and Labor Relations undergraduate offerings described elsewhere in this *Announcement*. Graduate students in the Field of Industrial and Labor Relations may also enroll in courses and seminars offered in other Fields of the Graduate School. In the School of Industrial and Labor Relations graduate courses are numbered 500 to 599, graduate seminars are numbered 600 to 699.



## COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS

Mrs. COOK, Mrs. McKELVEY, Messrs. CARPENTER, CULLEN, JENSEN, KONVITZ, MORRIS, NEUFELD, WILLCOX, WINDMULLER

### COLLECTIVE BARGAINING

*COLLECTIVE BARGAINING* (ILR) 500. Fall and spring terms.

A comprehensive study of collective bargaining with special emphasis being given to legislation pertinent to collective bargaining activities as well as to the techniques and procedures of bargaining and to the important substantive issues that come up in negotiation and administration of the collective agreement. Attention will also be given to problems of handling and settling industrial controversy.

*COLLECTIVE BARGAINING* (ILR) 501. Spring term. Prerequisite: ILR 500 or equivalent.

A detailed study of contract making and administration, with particular reference to recent trends and problems in collective bargaining. Attention will be given to several representative industries, and prevailing agreements and case problems will be studied.

*LABOR RELATIONS LAW AND LEGISLATION* (ILR) 502. Fall term. Permission of instructor is required for out-of-college students.

A comprehensive study of the common law, legislation, and court and administrative decisions relating to labor relations, primarily on the federal level. A study will be made of the Sherman and Clayton Acts as they affect labor relations, and special consideration will be given to the Norris-LaGuardia Act, the Wagner Act, and the Taft-Hartley Act. Recent legislative proposals will be discussed in the light of some special problems in the field of labor relations.

*COLLECTIVE BARGAINING—LABOR RELATIONS LAW AND LEGISLATION* (ILR) 600. Spring term.

An intensive study of some of the more difficult phases of labor relations law and legislation, e.g., union security provisions in federal and state law; alleged monopolistic practices of unions in relation to workers, employers, and the national economy; limitations on picketing; suits for damages by and against unions; rights of employees in industries affected with a public interest; scope of collective bargaining; national emergency strikes; free speech for employers; legal control of Communist-led unions; work-jurisdictional disputes; rights of strikers; the boycott.

*COLLECTIVE BARGAINING—CONTRACTUAL RELATIONS* (ILR) 601. Fall term.

An intensive analysis of the substantive issues in labor-management relations. Special consideration is given to the techniques and procedures used in drafting and administering the collective agreement, with emphasis being placed on the day-to-day problems that grow out of the administration of labor-management relations.

*PROBLEMS IN LABOR LAW* (ILR) 602. Spring term. Open to a limited number of seniors by permission of instructor.

Intensive analysis of selected groups of legal problems arising out of labor relations, based on documentary materials including briefs, minutes, court, and agency proceedings. Weekly or biweekly written reports are required.

In 1958 this course will be concerned mainly with problems in labor arbitration and arbitration law.

*GOVERNMENT ADJUSTMENT OF LABOR DISPUTES* (ILR) 603. Fall term.

This seminar will offer opportunity for individual research work centered in some



of the vital areas in this field such as compulsory arbitration, fact finding, seizure, and the handling of disputes during national emergencies.

*LABOR LAW I* (Law) 43. Fall term.

Functions and processes of union representation of workers and of collective bargaining; administration of the collective bargaining contract, grievances and arbitrations. Study of decisions and statutes relating to the right of workers to act in combination, including legal aspects of strikes, picketing, and related activities; administration of the Labor Management Relations Act relating to employers', unions', employees', and the public's rights and obligations and to problems of representation; and court decisions under that act and the National Labor Relations Act.

LABOR UNION HISTORY AND ADMINISTRATION

*LABOR UNION HISTORY AND ADMINISTRATION* (ILR) 550. Fall term.

A presentation of the history of labor in America, with some reference to colonial and early nineteenth-century labor, but with emphasis upon post-Civil War trade union development; an analysis of the structure and functions of the various units of labor organization, ranging from the national federation to the local level; and some consideration of special problems and activities such as democracy in trade unions and health and welfare plans.

*LABOR UNION HISTORY AND ADMINISTRATION* (ILR) 650. Spring term.

Special, intensive studies in the history, structure, administration, government, and internal management of labor unions and confederations of unions. During each semester a different phase of labor union history and administration will be examined. Examples of such problems, varying from semester to semester, are the problem of unity in the American labor movement; left-wing unionism; racketeering and corruption; the purposes and techniques of great organizational drives; unions and political action; the role of business and unionism in American life; unions and the community; unions and their relationship with government; unions and international affairs; and the accomplishments of labor unions in such fields as education, banking, housing, pension systems, health and welfare services, cooperatives, public relations, and community services.

*THEORIES OF INDUSTRIAL AND LABOR RELATIONS* (ILR) 651. Fall term.

A study of the significant ideas of the role, aims, achievements, and failures of trade unionism in relation to society. Among works considered will be those of Adam Smith, John Stuart Mill, W. Stanley Jevons, Harold J. Laski, and Karl Mannheim, among British writers; and Richard T. Ely, John R. Commons, Robert Franklin Hoxie, Elton Mayo, Selig Perlman, John Maurice Clark, and Sumner Slichter, among American writers.

*READINGS IN LABOR UNION HISTORY AND ADMINISTRATION* (ILR) 654. Fall term. Open to graduate students and selected seniors.

A seminar covering intensively, in historical sequence, the key documents, studies and memoirs of the American labor movement. Students will read systematically and discuss original sources and secondary materials on the subject. Primarily designed to aid students in orienting themselves thoroughly in the field as a preparation for work in ILR 650.

ECONOMIC AND SOCIAL STATISTICS

MESSRS. BLUMEN, BRITAIN, MCCARTHY

*ECONOMIC AND SOCIAL STATISTICS* (ILR) 510. Fall and spring terms.

A nonmathematical course for graduate students in the social studies without

previous training in statistical method. Emphasis will be placed on discussion of technical aspects of statistical analysis and on initiative in selecting and applying statistical methods to research problems. The subjects ordinarily covered will include analysis of frequency distribution, time series (including index numbers), regression and correlation analysis, and selected topics from the area of statistical inference.

*ECONOMIC STATISTICS* (ILR) 610. Fall term.

The seminar will be devoted to the study of selected topics from economic statistics and applied econometrics.

*MATHEMATICAL PROBLEMS IN THE SOCIAL SCIENCES* (ILR) 613. Spring term. Prerequisite: two terms of statistics and/or mathematics, or permission of instructor.

Mathematical formulations in the social sciences will be discussed critically in terms of illustrations relevant to the interests of members of the seminar. Examples of problems which may be considered are those which occur in dealing with accident proneness, the relation between individual values and social choice, mathematical models of opinion change, etc. Attention will be directed toward the logical structure of suggested solutions rather than toward development of manipulative techniques.

*THEORY OF SAMPLING* (ILR) 614. Spring term. Prerequisite: calculus and one course in statistics beyond the introductory level.

A companion course to ILR 310, Design of Sample Surveys, stressing the development of the fundamentals of sampling theory. Attention will be paid to recent progress in the field. Occasional illustrative material will be given to indicate the application of the theory.

## HUMAN RESOURCES AND ADMINISTRATION

MESSRS. BURLING, R. CAMPBELL, CORVINI, FOLTMAN, HANSON, LANDSBERGER, MARTIN, MESICS, F. MILLER, RISLEY, SMITH, TRICE, WHYTE

### HUMAN RELATIONS

*HUMAN RELATIONS* (ILR) 520. Spring term.

An analysis of the relation of the individual to his work group and of the group to the larger industrial organization, dealing with these problem areas: comparative structures of work organizations, human elements in supervision, economic incentives and motivation, factors promoting conflict or cooperation in industry, human relations in unions.

*METHODS OF HUMAN RELATIONS RESEARCH* (ILR) 620. Spring term. Permission of instructor is required.

Emphasis will be placed upon methods of interviewing and field observation. Students will be required to spend the equivalent of one day a week in field work on an actual project or in a training experience.

*HUMAN RELATIONS THEORY* (ILR) 621. Spring term.

The seminar will concentrate upon particular research problems. Students will analyze the relevant theoretical literature, bring in a limited amount of field data for illustrative purposes, and seek to develop more effective theoretical formulations for the problem area.

*THE DYNAMICS OF PERSONALITY* (ILR) 622. Fall term. Permission of the instructor is required.

Individual motivations, patterns of behavior, and personality organization, and

their developmental history. The students submit themselves in turn for questioning and analysis by the other members of the seminar.

*HUMAN RELATIONS* (ILR) 623. Fall term. Permission of the instructor is required.

Practice in field observation and in developing and testing hypotheses for research in human relations.

*CLINICAL TREATMENT OF GROUP PROBLEMS* (ILR) 624. Spring term. Permission of the instructor is required.

In this seminar the members will attempt to discover the principles on which therapy of group disequilibriums, analogous to the principles of treatment of personality disequilibriums, might be based. The similarities and dissimilarities between equilibrium of the personality and of the group will be explored, the methods and principles of individual therapies will be examined, and the possibility of adapting these to group problems will be considered. Available records of clinic efforts to deal therapeutically with group imbalances will be examined in an effort to test the validity of the conclusions reached.

*THE WORK PROBLEMS OF SPECIAL GROUPS* (ILR) 626. Fall term.

The work problems of special groups, with particular reference to the young worker. The seminar will explore, through a survey of the literature and through small field studies, the special needs which adolescents (and, if desired, other groups such as married women, the physically handicapped, etc.) bring into the work situation; the types of situation in which these needs are satisfied; and the consequences of fulfillment and frustration of these needs. Emphasis will be equally on developing and systematizing ideas in this area and on possible methods of measurement, such as the use of questionnaires and the analysis of turnover and absenteeism figures.

#### DEVELOPMENT OF HUMAN RESOURCES

*DEVELOPMENT OF HUMAN RESOURCES* (ILR) 530. Spring term.

Analysis of the need for development of human resources, institutions established to meet this need, development programs, and the effectiveness of each program. Consideration is given to the public interest in the development of manual, technical, and managerial personnel. Emphasis is placed on the role of institutions such as industrial organizations, vocational schools, technical institutes, and universities, and on the programs established by these agencies for the development of human resources. Attention is given to the rationale, organization, and administration of specific programs, for example, skill training and retraining, supervisor and managerial training, economic and other general education activities.

*MANAGEMENT DEVELOPMENT* (ILR) 531. Fall term. Open to graduate students and advanced undergraduates with permission of instructor.

Study of the factors affecting the development of executives and managers in business and industrial organizations. Attention will be given to learning concepts useful in management development. Emphasis will also be placed on the organizational environment as it influences the growth and development of the individual. Organizational structure and relationships, planning and decision making, control, coordination, and directing work will be considered from the viewpoint of their tendency to assist or to hamper the development process. The role and effectiveness of formal training programs and other development techniques will be considered. Case studies of some of the more significant company programs will be utilized.

*THE MANAGER IN THE AMERICAN SOCIETY* (ILR) 532. Fall term. Open to graduate students and advanced undergraduates with permission of instructor.

Study of the role of business management in our society with special emphasis on the impact of management on industrial and labor relations. Preparation and

critical examination of individual and group papers. Acceptable topics relate to current issues and problems in complex organizations; characteristics of modern business organizations; evaluation of the American managerial ideology; the role and function of owners and managers; problems of the specialist and technical groups in industry; the origins, career, and mobility patterns of managers; recruiting, salary, and personnel practices; managerial attitudes and beliefs; comparisons of U. S. managers with managers in other societies.

*CURRENT ISSUES AND RESEARCH IN MANPOWER DEVELOPMENT* (ILR) 630. Fall term.

A graduate seminar centering on selected issues and relevant research involved in the development of managerial and work-force skills (particular emphasis for the seminar to be determined with the seminar group). Seminar papers and class discussion might involve critical scrutiny of existing approaches to manpower development, particularly the controlling philosophy and purpose supporting the existence of programs, and their basis in labor market and industry data; the development and use of manpower forecasts, inventories, and replacement schedules; selected individual and group approaches to development. Application of research findings to on-going programs will be encouraged through visiting speakers, selected cases, and field trips.

#### PERSONNEL MANAGEMENT

*PERSONNEL ADMINISTRATION* (ILR) 560. Fall and spring terms.

A basic graduate course covering the major areas of personnel administration. Emphasis will be placed on the staff and service functions including relationship of personnel to other operations; functions of the personnel administrator; organization of the personnel functions; personnel policies; communication; recruitment, selection, and placement; promotion and transfer; job analysis; service ratings; training; hours and wages; morale, safety, and health; employee services; and personnel research. Extensive readings from the literature in the field, problems, case studies, and discussions.

*CASE STUDIES IN PERSONNEL ADMINISTRATION* (ILR) 561. Credit three hours. Alternate terms. Open to graduate students and advanced undergraduates with permission of instructor.

Emphasis will be placed on integration of the various functions carried on by personnel administrators in specific organizations. Readings and case material will be used to analyze and study current practices and problems in personnel administration.

*PERSONNEL ADMINISTRATION* (ILR) 660, 661. Fall and spring terms, respectively. Admission with consent of instructor.

A seminar in which intensive study will center in one or two specific areas of personnel administration, each student taking some facet of the selected area. For example, the area of evaluation of personnel functions might be selected, with each student taking as his seminar project the evaluation of a particular personnel function. Other areas that might be chosen for intensive study are policy formulation and implementation; wage and salary administration; communication; organizational and personal development; testing and rating, training, attitude and morale studies, and personnel research. Designed to provide a framework for individual and group research efforts in the area of personnel administration and to constructively aid such research. Seminar time will be made available for a review of such efforts. Readings, field visits, and guest speakers are included.

## LABOR ECONOMICS AND INCOME SECURITY

MESSRS. ADAMS, ARONSON, CLARK, FERGUSON, MACINTYRE, MCCONNELL, RAIMON, TOLLES

## LABOR MARKET ECONOMICS AND ANALYSIS

*LABOR MARKET ECONOMICS* (ILR) 540. Prerequisite: one course in principles of economics or permission of instructor. Fall term.

A comprehensive treatment of the economic aspects of the employment of labor. Analysis on the basis of theory and recent research of major issues in employment and wages in relation to the welfare of workers, the operation of the industrial enterprise, and the functioning of the economy. Topics to be examined will include: population and labor force, occupational and industrial patterns in employment, hiring and job-seeking procedures, unemployment, wage determination, the economic influence of unions, historical trends in wage levels and structures, income distribution.

*DEVELOPMENT OF WAGE THEORY* (ILR) 545. Spring term. Open to graduate students and upperclassmen, with permission of instructor.

Intensive consideration of the original texts of leading wage theorists from Adam Smith to contemporary writers. Emphasis is placed on the varying problems faced by different theorists and the consequent relevance of their theories to different kinds of present-day wage-employment problems.

*PROBLEMS OF WAGE DISPERSION* (ILR) 546. Spring term. Open to graduate students and, with permission of instructor, to selected undergraduates.

Analysis of wage relationships in different types of labor markets. Differences in wages as between industries, regions, localities, establishments, occupations, and individual workers. Relations between wage rates and other aspects of employment. Impact of the policies of managements, unions, and governments. Effects of wage differences on costs, efficiency, income, and employment.

*SEMINAR IN LABOR MARKET ECONOMICS* (ILR) 640, 641. Fall and spring terms, respectively.

Preparation, defense, and group discussion of individual papers on selected topics in labor market economics. Each seminar paper will involve an analysis of some specific problem, policy, theory, or relationship as selected by the individual student, subject to approval of the seminar group. Acceptable topics relate to such areas as wage or employment trends or relationships; wage-cost or wage-price relationships; labor mobility; manpower utilization. Admission for first term, second term, or both terms, with permission of instructor.

## SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION

*SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION* (ILR) 570. Fall term.

The fundamental aspects of employee protection and income security. Emphasis will be placed upon state and federal minimum wage and hour laws, health and safety legislation, employee benefit programs, and the social insurances. The underlying causes of the legislation, as well as the legislative history, the administrative problems and procedures, and the social and economic impact of the legislation will be studied. Efforts of unions, employers, and government in the establishment of labor standards will also be considered.

*COMPARATIVE SOCIAL AND LABOR LEGISLATION* (ILR) 670. Spring term.

The seminar is designed as a comparative study of social and labor legislation in the United States and foreign countries. The philosophical foundations of such



legislation will be considered. Emphasis will be given to the content of laws and their administration and also to the economic and social conditions which promoted the legislation and the effects of the laws on the economy of the nation and the structure of industry. Research reports, lectures, and discussions (with occasional visiting lecturers) on the various types of legislation under discussion.

*CURRENT ISSUES IN ECONOMIC SECURITY* (ILR) 671. Fall term.

A careful examination of the basic and current issues arising in government, union, and management programs providing protection for income and essential welfare services. The economic and administrative problems and interrelationships of private and public plans will be studied. Attention will also be directed to relevant foreign experience in social security. A seminar with readings of original documents, research reports, discussions, and occasional lectures on the particular problem selected for the seminar.

### INTERAREA COURSES IN INDUSTRIAL AND LABOR RELATIONS

*WRITTEN COMMUNICATIONS* (ILR) 590. Fall and spring terms.

The preparation of the various types of written communications commonly found in the field of labor-management relations, with the objective of developing ability to prepare written communications that are well organized and clearly and simply written. Topics include analysis, classification, and organization of data; acceptable English usage; writing style; readability of written matter; and principles of effective communication. Procedure will include class discussion of basic principles and a large amount of writing and revision of communications of various types.

*PUBLIC RELATIONS AND COMMUNICATIONS PROBLEMS* (ILR) 690. Spring term.

A seminar dealing with representative case problems in the public and in-plant relationships of industry and labor, with particular emphasis on employee communications and community relations.

*PROBLEMS IN INTERNATIONAL LABOR RELATIONS* (ILR) 691. Fall term.  
Prerequisite: ILR 492 or permission of instructor.

Students will examine selected problems in industrial relations in the light of international experience and will be expected to prepare and discuss individual research papers. Topics will vary from year to year in line with student interests and backgrounds; they may include, for example, trade union wage policies under full employment; the impact of ideologies on trade union movements; labor problems of underdeveloped countries; and the role and problems of international labor organizations.

*SPECIAL STUDIES* (ILR) 699.

Directed research in special problems.



# UNIVERSITY SUMMER SESSION

THE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS, in conjunction with the Cornell University Summer Session, offers credit courses designed primarily to meet the needs of persons in industry, labor, government, and education. Both undergraduate and graduate instruction is available in courses usually of six weeks' duration.

The *Announcement of the Summer Session* and application forms for admission are available from the Director of the Summer Session, Edmund Ezra Day Hall. A student planning to become a candidate for an advanced degree from Cornell University should apply for admission not only to the Director of the Summer Session but also to the Dean of the Graduate School.

Registration for the six weeks' Summer Session in 1958 will take place July 7, and classes will begin July 8, extending through August 16. Courses will include:

## INDUSTRIAL AND LABOR RELATIONS

- ILR 260 Personnel Administration
- ILR 293 Survey of Industrial and Labor Relations
- ILR 353 History and Development of Labor Unions
- ILR 400 Collective Bargaining Today
- ILR 510 Economic and Social Statistics

## INDUSTRIAL EDUCATION AND TRAINING

A separate announcement will be available concerning the summer course offerings in the field of industrial education and training. Special unit workshops will be available for community college and technical institute personnel.

## SIX-WEEK SUMMER SESSION CHARGES

Students in the six-week Summer Session registered for four or more credit hours will pay tuition in the amount of \$125. Students registered for three credit hours or less will pay tuition at the rate of \$30 per credit hour. All Summer Session students are charged a fee of \$20 for health and infirmity service, administrative services, and student union membership.

## RESEARCH AND PUBLICATIONS

RESEARCH and publication are recognized as vital aspects of the School's educational program. Faculty and graduate students are especially concerned with the research function; teaching and research are recognized as interrelated faculty functions, and graduate students often have an opportunity to work with faculty on projects as well as to develop projects of their own.

In most instances, the individual engaged in research chooses and develops his own project. Advice and assistance in meeting the scientific and practical problems involved are often provided by the Office of Research and Publications. This approach integrates teaching and research and also provides for a two-way flow of ideas.

The work of staff members is coordinated within the School and with research activities of other schools and agencies through the Office of Research and Publications.

Significant research results and informational materials thus developed are made available by publication in professional journals, by arrangement with commercial publishers, or by the School through its publication program. This program includes a bulletin series; *ILR Research*, a publication appearing three times each year, presenting for the layman brief summaries of selected research findings; a series of reprints of pertinent articles published by the faculty; and two monograph series, *Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports*. Single copies of bulletins, bibliographies, and reprints are mailed free of charge to residents of New York State and at a nominal charge to out-of-state residents.

The School also publishes the *Industrial and Labor Relations Review*, a quarterly professional journal. The journal carries articles, discussions, book reviews, and other items of interest both to laymen and students.

Further information on the research program and a list of current publications can be obtained from the Office of Research and Publications, New York State School of Industrial and Labor Relations. Copies of publications may be obtained from the School's Distribution Center.

# INSTITUTE OF INTERNATIONAL INDUSTRIAL AND LABOR RELATIONS

**I**N RESPONSE to increasing interest and School activities in international aspects of labor-management relations, the Institute of International Industrial and Labor Relations was established in June, 1951. Within the framework of the School, the Institute seeks to develop new, and coordinate existing, programs of instruction and research in international industrial and labor relations. Through such programs and the growing exchange of students and scholars, the School expects to train persons for work in this field and hopes to improve the understanding of industrial and labor relations at home and abroad.

The instructional program has also included a number of special courses offered to foreign groups sponsored by federal government agencies. Groups of labor, management, university, and government organizations who have studied at the School have come from Germany, Norway, France, Turkey, Austria, the Netherlands, and India.

Students who wish to study in the area of international labor and industrial relations will have available not only various course offerings in the School but also course offerings and research programs in other divisions of the University, especially in the Departments of Far Eastern Studies, Economics, Government, History, and Sociology.

## THE LIBRARY

**B**ECAUSE of the nature of the subject matter with which the School is concerned, considerable emphasis has been given to the provision of adequate library service to supplement the resident teaching program and to assist the work of the Office of Research and Publications and the Extension Division.

In addition to the resources of the University and other specialized libraries, the School has assembled a comprehensive book collection of more than 40,000 volumes in the field of industrial and labor relations. It receives regularly periodicals, labor union journals, business and industrial publications, press releases, and labor-management services. Important collections of noncurrent books and documents have been acquired, and additional materials are constantly being added.

Documentary materials provide original sources of data and offer opportunity for laboratory work by the student as well as furnishing resources for research by the School staff. A separate unit in the library is carrying on the work of building up a documentation center which already includes extensive files of published and unpublished documents and records of labor organizations and industrial concerns. Comprised in the collection are collective agreements, supervisors' manuals, employee handbooks, pension plans, arbitration awards, federal and state labor and social security legislation, and legal documents on labor cases.

In order that the student may acquire facility and confidence in research methods and in the use of published material, guidance and reference services are made available to all students on an informal and personal basis. Restrictions in the use of library materials by students have been kept to a minimum, and the aim of the School has been to provide whatever the student may need in connection with his work as quickly as possible without discouraging barriers.

Through the Extension Division, books, pamphlets, and other materials are sent to extension classes throughout the state. These are loaned from the Traveling Libraries Section of the New York State Library or from the School library directly to the instructor, who at his discretion may loan them to his class.

Information service by mail to groups and individuals in New York State is a growing function of the library. As a part of this service the library publishes a monthly *Acquisitions List* of recent publications, and loans books and documents to individuals and organizations in

New York State. Through the extension of specialized library service beyond the limits of the Cornell campus, it is hoped to contribute to the accomplishment of one of the School's principal aims—the dissemination of authoritative information for the better understanding of the problems in industrial and labor relations.

## EXTENSION

THE EXTENSION DIVISION of the School provides educational services without college credit for labor, management, government, civic, educational, and community groups throughout the state.

Educational services in the field of industrial and labor relations are developed to meet local needs and are planned in consultation with the groups making the requests. Programs include courses, workshops, seminars, conferences, lecture series, panel discussions, forums, and single lectures. Extension courses may be of any length and usually are held one evening a week for six to ten weeks. These services are provided at times and places most convenient to the group concerned. Correspondence courses are not offered.

One of the primary functions of the School is that of stimulating and assisting labor, management, and other interested groups to develop and conduct their own educational programs. The Extension Division also assists these groups in teacher training and in the preparation of instructional materials.

Extension programs cover a wide variety of subjects in industrial and labor relations. The range is indicated by the following partial list:

- Leadership Training in Industrial and Labor Relations
- Grievance Procedure
- Human Aspects of Supervision
- Human Relations in Labor Unions
- Personnel Administration
- Contract Negotiation
- History of the American Labor Movement
- Education in the Local Union
- Business and Industrial History
- Survey of Industrial and Labor Relations
- Conference Methods in Industrial and Labor Relations
- Labor Relations Law and Legislation
- Social Security and Protective Labor Legislation
- The Economics of Industrial and Labor Relations

The School has four District Offices:

*Albany:* Capital District

Room 1208, 11 North Pearl Street

Albany 7, New York. Phone: Albany 5-3518



*Buffalo: Western District*

Rooms 702-703, 17 Court Street  
Buffalo 2, New York. Phone: MOhawk 9784

*Ithaca: Central District*

Room 28, New York State School of Industrial  
and Labor Relations,  
Cornell University, Ithaca, New York  
Phone: Ithaca 4-3211, Extension 3547

*New York City: Metropolitan District*

Rooms 523-525, 551 Fifth Avenue  
New York 17, New York. Phone: OXford 7-2247

Persons interested in the extension services of the School should address their inquiries to the nearest District Office or to the Director of Extension, New York State School of Industrial and Labor Relations, Cornell University.

## ON-CAMPUS SPECIAL PROGRAMS

Throughout the year, the School conducts on the Cornell University campus a variety of noncredit programs for practitioners in the field of industrial and labor relations. The type of offering varies according to the needs of the group to be served. Conferences, institutes, workshops, and seminars are conducted for periods ranging from one or two days to four weeks. Some programs are developed in consultation with particular groups to meet the needs of these groups; others are offered by the School for general enrollment.

During the past year, programs covered a wide range of interests, including: Conference on Educational Methods for Union Leaders; Institute for Training Specialists; Conference on Current Problems in Labor Relations.

Among the programs scheduled for the 1957-1958 academic year are:

Human Relations in Administration Seminar	
(4 weeks) .....	February 2-28
Human Relations in Administration Seminar	
(4 weeks) .....	March 30-April 25
Conference on Current Problems in Labor Relations	
.....	May 8-9
Industrial Mental Health Conference .....	May 12-13
Institute on Personnel for Savings Banks .....	May 20-23
Institute for Training Specialists .....	June 2-6
Twelfth Annual Conference of Training	
Directors .....	October 21-23

Special program announcements issued during the year will call attention to additional programs for representatives of labor, management, government, and other groups interested in the field of industrial and labor relations.

The School will also offer, for the sixth year, a series of one-week noncredit seminars and workshops in the summer of 1958. The seminars and workshops are designed for practitioners, and consequently each will give specific emphasis to an operational area of the field. The tentative schedule for the summer of 1958 includes the following:

- Human Problems of U.S. Enterprise in Latin America
- Collective Bargaining Problems of Technological Change
- Wage and Salary Administration
- Interviewing Methods and Techniques
- Personnel Selection and Placement
- Problems of Organizational Planning
- In-Plant Communications
- Community Relations for Business and Industry
- Personnel Problems of Technical and Professional Staff
- Appraisal of Personnel Programs

Additional information concerning these and other special on-campus programs may be obtained by writing to the Coordinator of Special Programs, New York State School of Industrial and Labor Relations, Cornell University.

